

DENISE LEWIN LOYD

University of Illinois at Urbana-Champaign ▪ Gies College of Business
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ACADEMIC POSITIONS

2013 - present	University of Illinois at Urbana-Champaign , Gies College of Business Champaign, IL Associate Professor of Management with tenure (2019-present) Associate Professor of Management without tenure (2013-2019)	
2005 – 2013	Massachusetts Institute of Technology , Sloan School of Management Cambridge, MA Associate Professor of Organization Studies without tenure (2012-2013) Assistant Professor of Organization Studies (2005-2012)	
2012 (Spring)	University of Illinois at Chicago Visiting Scholar in Managerial Studies	Chicago, IL
2007 - 2008	Northwestern University , Kellogg School of Management Visiting Assistant Professor of Management	Evanston, IL

EDUCATION

1999 - 2005	Northwestern University Kellogg School of Management PhD in Management and Organizations	Evanston, IL
1992 - 1994	Massachusetts Institute of Technology MS in Civil and Environmental Engineering	Cambridge, MA
1988 - 1992	University of Miami BS in Civil Engineering, General Honors BS in Architectural Engineering, General Honors	Coral Gables, FL

PUBLICATIONS

Maxwell-Smith, M., White, T.B., & Loyd, D.L. (2020). Does perceived treatment of unfamiliar employees affect consumer brand attitudes? Social dominance ideologies reveal who cares the most and why. Journal of Business Research, 109, 461-471.

Loyd, D.L. & Amoroso, L. (2018). Undermining diversity: Favoritism threat and its effect on advocacy for similar others. Group Dynamics: Theory, Research, and Practice, 22, 143-155.

van Dijk, H., Meyer, B., van Engen, M., Loyd, D. (2017.) Microdynamics in diverse teams: A review and integration of the diversity and stereotyping literatures. Academy of Management Annals, 11, 517-557.

= 2nd runner up, Best Paper of the Year Award, Academy of Management GDO Division.

Leonardelli, G., Loyd, D. (2016). Optimal distinctiveness signals membership trust. Personality and Social Psychology Bulletin, 42, 843-854.

Loyd, D.L., Wang, C., Phillips, K.W., & Lount, R. (2013). Social category diversity promotes pre-meeting elaboration: The role of relationship focus. Organization Science, 24, 757-772. (The first two authors contributed equally).

Duguid, M., Loyd, D.L., & Tolbert, P.S. (2012). The impact of categorical status, numeric representation and work group prestige on preference for demographically similar others: A value threat approach. Organization Science, 23, 386-401.

Loyd, D.L. & Amoroso, L. (2011). Complicating the complicated: The importance of status in understanding constrained career choices. Psychological Inquiry, 22, 270-274.

Loyd, D.L., Phillips, K.W., Whitson, J., & Thomas-Hunt, M. (2010). Expertise in your midst: How congruence between status and speech style affects reactions to unique knowledge. Group Processes and Intergroup Relations, 13, 379-395.

Amoroso, L., Loyd, D.L., & Hoobler, J. (2010). The diversity education dilemma: Exposing status hierarchies without reinforcing them. Journal of Management Education, 34, 795-822.

▪ Awarded JME 2010 Best Paper of the Year

Phillips, K.W., & Loyd, D.L. (2006). When surface and deep-level diversity collide: The effects on dissenting group members. Organizational Behavior & Human Decision Processes, 99, 143-160.

Loyd, D.L., Kern, M., & Thompson, L. (2005). Classroom research: Bridging the ivory divide. Academy of Management Learning and Education, 4, 8-21.

▪ Nominated for AMLE 2005 Best Paper of the Year

CHAPTERS IN EDITED VOLUMES

Loyd, D.L., White, J.B., & Kern, M. (2008). Duo status: Disentangling the complex interactions within a minority of two (pp. 75-92). In K.W. Phillips, E. Mannix, and M.A. Neale (Eds.), Research on Managing Groups and Teams, Vol. 11.

Loyd, D.L., & Phillips, K.W. (2006). Managing perceptions of ethical behavior in evaluative groups: The implications for diversity in organizations (pp. 225-245). In A. Tenbrunsel, E. Mannix, and M.A. Neale (Eds.), Research on Managing Groups and Teams, Vol. 8.

Thompson, L., Kern M., & Loyd, D.L. (2003). Research methods of micro organizational behavior (pp. 457-470). In C. Sansone, C. Morf, and A. Panter (Eds.), Handbook of Methods in Social Psychology.

WORKING PAPERS

Loyd, D.L. Claiming the unexpected value of diversity: How status gets in the way. Accepted for inclusion in edited volume. Letter of Intent from University of Toronto Press.

Loyd, D.L., & Kern, M. When two isn't better than one: Female minority duos suffer from increased stereotyping relative to solos.

Loyd, D.L., Shim, S., Kim-Jun, S.Y., & Phillips, K.W. Fostering in-group disagreement through Diversity: High-status out-group members enhance intragroup engagement.

Kim, J., Bezrukova, K., Wang, E., Loyd, D.L., Spell, C., & Said, H. Checked and balanced: The role of group fault lines in ethical decision-making.

WORK IN PROGRESS

Harush, R., Loyd, D.L., Competing identities: How favoritism threat and loyalty concerns affect allocations to competing in-groups.

Kern, M. & Loyd, D.L. Whites as duos in the NBA: The impact on playing time and performance.

Kim, J. & Loyd, D.L. Ethical decision-making in diverse versus homogeneous groups.

Loyd, D.L. & Kern, M. Two (not one) is the loneliest number: Inclusion of female tokens in task teams.

AWARDS

- UIUC Provost's Distinguished Promotion Award, 2019
- 2nd runner up, Best Paper of the Year, Academy of Management GDO Division, 2018
- Best Paper of the Year, *Journal of Management Education*, 2010
- Best Paper Based on a Dissertation Award, Academy of Management GDO Division, 2006
- Best Paper of the Year Nominee, *Academy of Management Learning and Education Journal*, 2005
- Outstanding Empirical Paper Award, International Association for Conflict Management, 2000

GRANTS AND FELLOWSHIPS

- Grant, Negotiation and Team Resources Institute, \$10,000, 2018
- GE Faculty for the Future Fellowship Award, 2004
- Winner, State Farm Dissertation Proposal Fellowship, 2003
- Northwestern University Fellowship, 1999 - 2003
- Massachusetts Institute of Technology Graduate Fellowship, 1992 – 1994
- Engineering Honor Societies (Tau Beta Pi, Chi Epsilon, Phi Alpha Epsilon), Univ. of Miami

INVITED TALKS – KEYNOTE ADDRESSES

- 2018 “Realizing the full potential of diversity: What’s getting in the way?,” Sloan UCEM Mini-Conference, University of Illinois
- 2017 “How to unleash the power of diversity.” COIL Global Learning Conference, DePaul University
- 2016 “Claiming the unexpected value of diversity: What’s getting in the way,” Leadership Excellence and Gender Symposium, Purdue University.
- 2013 University of California Irvine, Advance Institute for Equity and Diversity

INVITED TALKS – ACADEMIC SEMINARS

- 2019 UIUC, African American Studies Brown Bag Series on Current Research Trends
University of Utah, Travelling Scholars Management Seminar
- 2016 Baruch College, CUNY, Management Seminar
- 2015 MIT, Sloan School of Management, Organization Studies Seminar
- 2014 Harvard University, Harvard Business School, Gender and Work Symposium

Harvard University, Harvard Kennedy School of Government
University of Toronto, Organizational Behaviour and Human Resource Management Group

- 2013 Northern Illinois University, Department of Management
- 2012 Stanford University, Center for Work Technology and Organization (WTO) Seminar
University of California at Los Angeles, HR & Organizational Behavior Group Seminar
University of Illinois at Urbana Champaign, Department of Business Administration
University of Michigan, Interdisciplinary Committee on Organizational Studies (ICOS) Seminar
- 2011 Carnegie Mellon, Tepper School of Business, Organization Behavior and Theory Seminar
DePaul University, Driehaus College of Business, Management Department
Harvard University, Harvard Business School, Organizational Behavior Seminar
New York University, Stern School of Business, Management Seminar
University of Pennsylvania, Wharton School, Management Seminar Series
- 2010 University of Illinois at Chicago, Liautaud Graduate School of Business, Management Seminar
Massachusetts Institute of Technology, Sloan School of Management, Marketing Group
- 2008 University of Pennsylvania, Wharton School, Organizational Behavior Conference
University of Chicago, Booth School, Managerial and Organizational Behavior Workshop
- 2005 Massachusetts Institute of Technology Sloan School of Management, Organization Studies Group
Northern Illinois University, Department of Management
Northwestern University, Department of Social Psychology
Roosevelt University, Department of Management
University of Miami, Department of Management

CONFERENCE PRESENTATIONS

- 2019 Loyd, D.L. & Kern, M. C. *Unkind to two of a kind: Stereotyping women with duo status in a workgroup*. 14th Annual INGRoup (interdisciplinary network for group research) Conference, Lisbon, Portugal.
- Loyd, D.L., Shim, S., Kim, S., & Phillips, K. W. *Fostering in-group disagreement through diversity: High-status out-group members enhance intragroup engagement*. 14th Annual INGRoup Conference, Lisbon, Portugal.
- 2018 Loyd, D.L., *Can diversity beget diversity? Favoritism threat as a barrier to advocacy for similar others*. 2nd Annual SODI (Science of Diversity and Inclusion Initiative) Convening, Chicago, IL.
- Amoroso, L., Loyd, D.L., *Can diversity beget diversity? Favoritism threat and its effect on advocacy for similar others*. 78th Annual Academy of Management Meeting, Chicago, IL.
- Kim, J., Bezrukova, Y., Wang, E., Loyd, D.L., Spell, C., & Said, H. *Checked and balanced: The role of group faultlines in ethical decision making*. 27th Annual Association for Practical and Professional Ethics Conference, Chicago, IL.
- Loyd, D.L., Wang, C., Thomas-Hunt, M.C., & Yang, Y. *Who Should Lead Us?: Disentangling the Effects of Leader Nationality, Follower Nationality, Company Base and Leadership Style on Follower Perceptions*. 13th Annual INGRoup Conference, Bethesda, MD.
- 2017 Kim, J., Bezrukova, Y., Wang, E., Loyd, D.L., Spell, C., & Said, H. *Checked and balanced: The role of group faultlines in ethical decision making*. 12th Annual INGRoup Conf., St. Louis, MO.
- Amoroso, L. & Loyd, D.L. *Can diversity beget diversity? Favoritism threat and its effect on*

- advocacy for similar others.* 60th Annual Midwest Academy of Management Conference, Chicago, IL.
- Kim, J., Bezrukova, Y., Wang, E., Loyd, D.L., Spell, C., & Said, H. *Checked and balanced: The role of group faultlines in ethical decision making.* 60th Annual Midwest Academy of Management Conference, Chicago, IL.
- 2016 van Dijk, H., van Engen, M.L., Meyer, B., & Loyd, D.L. *A review and model of the consequences of stereotyping in diverse work groups.* 11th Annual INGRoup Conference, Helsinki, Finland.
- 2015 Loyd, D.L., Kern, M.C., & Gonzalez, K. *How Black and female are Black women: Stereotyping at the intersection of race and gender.* 16th Annual Society for Personality and Social Psychology Convention, Long Beach, CA.
- 2014 van Dijk, H., van Engen, M.L., Meyer, B., & Loyd, D.L. *Work group diversity: A multi-level model.* Israel Organizational Behavior Conference, Tel Aviv, Israel.
- van Dijk, H., van Engen, M.L., Meyer, B., & Loyd, D.L. *Reconsidering theory and research on work group diversity: The stereotyping in diverse groups (SDG) model.* 9th Annual INGRoup Conference, Raleigh, NC.
- Loyd, D.L. *Interdisciplinary work in the applied social sciences: Concerns and strategies.* 2nd Annual Faculty Women of Color in the Academy Conference, University of Illinois at Urbana-Champaign.
- Gonzalez, K., Loyd, D. L., & Kern, M. *Are black women stereotypically black? Exploring the intersection of race and gender.* 74th Annual National Academy of Management (AoM) Conference, Philadelphia, PA.
- 2013 Loyd, D.L. *How concerns with appearing biased can undermine diversity: Exploring favoritism threat.* 73rd AoM Conference, Orlando, FL.
- Loyd, D.L., Shim, S., Kim-Jun, S.Y., & Phillips, K.W. *Status matters: Diversity and information sharing in decision-making groups.* Society for Personality and Social Psychology (SPSP) Pre-conference, 14th Annual Convention, New Orleans, LA.
- 2012 Loyd, D.L., Shim, S., Kim-Jun, S.Y., & Phillips, K.W. *When an out-group member brings us together: The impact of status on the relationship between disagreeing in-group members.* 72nd AoM Conference, Boston, MA.
- 2011 Loyd, D.L., White, J. B., & Kern, M. *Unkind to Two of a Kind: Stereotyping Women with Duo Status in a Work Group.* 71st Annual AoM Conference, San Antonio, IL.
- 2010 Duguid, M., Loyd, D.L., & Tolbert, P. *The impact of categorical status, numeric representation and work group prestige on preference for demographically similar others: A value threat approach.* 70th Annual AoM Conference, Montreal, Quebec.
- Kim, S., Loyd, D.L., Shim, S., & Phillips, K.W. *Reactions to disagreement from an in-group member: The impact of out-group member status.* 23rd Annual International Association for Conflict Management (IACM) Conference, Boston, MA.
- Leonardelli, G. & Loyd, D.L. *Optimally distinct groups as a marker of membership trust.* 5th Annual INGRoup Conference, Alexandria, VA.
- 2009 Loyd, D.L., White, J.B., & Kern, M. *Stereotyping and visibility of duos: The numbers don't always add up for a minority of two.* 69th Annual National AoM Conference, Chicago, IL.
- Brown, A. Loyd, D.L., & Thomas-Hunt, M. C. *From different worlds: The impact of nationality*

- diversity and relative status on group experience.* 4th Annual INGRoup Conference, Colorado Springs, CO.
- 2008 Loyd, D.L., White, J.B., & Kern, M. *Token pressure on duos: The numbers don't always add up for a minority of two.* 3rd Annual INGRoup Conference, Kansas City, MO.
- 2007 Loyd, D.L. *Avoiding the appearance of bias in evaluative groups: The impact of distinctiveness, status, and anonymity.* 67th Annual National AoM Conference, Atlanta, GA.
- Loyd, D.L. White, J.B., & Kern, M. *When two is the loneliest number.* 67th Annual National AoM Conference, Atlanta, GA.
- Loyd, D.L., White, J.B., & Kern, M. *Duo status: Disentangling the complex interactions within a minority of two.* 11th Annual Conference on Research on Managing Groups and Teams (RMGT) in Organizations, Palo Alto, CA.
- Loyd, D.L. *Diversity, identity, and knowledge-sharing: Lessons for the classroom.* North American Management Society Conference, Chicago, IL.
- 2006 Loyd, D.L. *Avoiding the appearance of favoritism in evaluating others: The impact of status and distinctiveness.* 66th Annual National AoM Conference, Atlanta, GA.
- Loyd, D.L., Phillips, K.W., Thomas-Hunt, M., & Whitson, J. (2006). *Can low status experts be influential? An examination of the impact of confidence and timing.* 1st Annual INGRoup Conference, Pittsburgh, PA.
- Wang, C., Phillips, K.W., Loyd, D.L., & Lount, R. *Social similarity and opinion conflict: The impact of relationship concerns.* 19th Annual IACM Conference, Montreal, Quebec.
- 2005 Wang, C., Phillips, K.W., Loyd, D.L., & Lount, R. *The battle between how we feel and how we think: The impact of social similarity on affective and cognitive reactions to opinion conflict.* 65th Annual National AoM Conference, Honolulu, HI.
- 2004 Phillips, K.W., Thomas-Hunt, M., Loyd, D.L., & Whitson, J. *Who gets heard? The impact of status on perceptions of experts' behavior in groups.* 64th Annual National AoM Conference, New Orleans, LA.
- Loyd, D.L., & Phillips, K.W. *Managing perceptions of ethical behavior in evaluative groups: When trying to do the right thing can lead you to do the wrong thing.* 8th Annual Conference on RMGT in Organizations, Palo Alto, CA.
- Loyd, D.L. *Avoiding the appearance of bias: The effects of group composition and status on evaluations of similar others.* 8th Annual Graduate and Professional Student Research Conference. Northwestern University Black Graduate Student Association, Evanston, IL.
- 2003 Loyd, D.L. *There is an I in researcher, or how I chose my dissertation topic. Gender and diversity in organizations.* Doctoral Student Consortium at the 63rd Annual National AoM Conference, Seattle, WA.
- 2001 Phillips, K.W., & Loyd, D.L. *Task conflict in decision-making groups: The interplay of group composition and members' expectations.* 61st Annual National AoM Conf., Washington, DC.
- 2000 Phillips, K. W., & Loyd, D.L. *The Effects of Group Composition on Minority Opinion Holders: Task Conflict in Decision-Making Groups.* 13th Annual IACM Conference, St Louis, MO.

▪ Winner of IACM Outstanding Empirical Paper Award.

TEACHING EXPERIENCE

- Ethical Leadership MBA & EMBA core course, University of Illinois
- Intro to Mgmt. & Org. Behavior Undergraduate required course, University of Illinois
- Leadership and Teams iMBA core course, University of Illinois
- Organizational Processes MBA core course, MIT Sloan School of Management
- Power and Negotiations MBA elective course, MIT Sloan School of Management
- Negotiations MBA elective course, Kellogg School of Management

PROFESSIONAL EXPERIENCE

Cotter Consulting, Project Manager, (1997 - 1999) Chicago, IL
Morse Diesel Construction, Asst. Project Manager, (1994 - 1997) Chicago, IL / Boston, MA

Managed subcontractors for owner's representative on both public and private construction projects including new Chicago Board of Trade facility. Provided scheduling, budgeting, oversight, value engineering, and change order processing for construction and preconstruction projects.

PROFESSIONAL SERVICE AND ACTIVITIES

University

- Member, College and Senate elections committee, 2017-2019
- Member, PhD Graduate Studies committee, 2015 – 2017
- Academic Appeals committee, 2014-2015
- Junior Faculty Council, 2015-2017
- Use of Human Subjects in Research Committee, 2013-2014, 2015-2016, 2016-2017, 2017-2019
- Research Policy Committee (College) 2013-2014
- Co-organizer, OB Seminar, 2013 - present
- Presenter, University of Illinois' Office of Inclusion Food for the Soul lunch series, 2015
- Speaker, Gies College of Business, MBA Orientation, Diversity Session, 2015, 2016
- Presenter, Teaching Enrichment Session for UIUC PhD Students, 2015
- Organizer, MIT Sloan BPS Junior Faculty Retreat, 2010, 2012
- Negotiations Workshop for Sloan Women in Management, 2009, 2011
- Negotiations Workshop for MIT Graduate Students, 2012
- Presentation to Black Graduate Students Association, Spring 2006
- Admissions committee, Management and Organizations Department, 2000, 2004
- Negotiations instructor for LEAD and "Take our Children to Work" programs, 2004
- Representative at PhD Project Doctoral Program Fair, 2002 - 2017
- Co-chair, Management and Organizations, Student Social Committee, 2001 - 2004
- Co-organizer, Management and Organizations, Student Recruitment Weekend, 2001
- Organizer, Management and Organizations, New Student Orientation, 2000

Field

- Editorial Board, *Academy of Management Review* (2017 - 2019)
- Editorial Board, *Small Group Research* (2015 - 2017)
- Representative at Large, Organizational Behavior Division, Academy of Management 2018 - 2020
- Representative at Large, Conflict Management Division, Academy of Management 2016 - 2018
- Reviewer: Organization Science, Organizational Behavior and Human Decision Processes, Academy of Management Journal, Academy of Management Discoveries, Journal of Organizational Behavior

- Panelist, Negotiating your first job offer, AoM Conflict Management Division PDW, 2008
 - Co-organizer, Groups pre-conference, Society for Experimental Social Psychology, Denver, CO, 2015
- Community
- Member, Chicago Chapter of the Black Alumni of MIT 2000 - present
 - Leadership committee (2000 - 2005)
 - Co-chair, 400 E Block Club, Chicago, IL

MEMBERSHIPS

- Academy of Management
- Interdisciplinary Network for Group Research
- International Association for Conflict Management
- Society for Personality and Social Psychology
- Association for Practical and Professional Ethics

MEDIA COVERAGE

- Duo status:
<https://www.vanityfair.com/news/2016/05/elizabeth-warren-vice-president-hillary-clinton>
- Value threat/favoritism threat:
<https://www.forbes.com/sites/hbsworkingknowledge/2014/04/14/bridging-racial-generational-and-cultural-gaps-among-women/2/#5d2636bf185f>
- Diversity Education Dilemma:
jme.sagepub.com/site/misc/Index/podcasts.xhtml